After several lackluster years, the retail leasing market is experiencing a resurgence, as improving lease services, low initial costs, and lower monthly payments are attracting consumers in growing numbers.

The Resurgence of Retail Leasing

Two years ago, the number of retail auto leases written by GMAC, Ford Motor Credit, and Chrysler Credit had plummeted to the lowest point of the 1980s, following more than five years of steady growth. At that time, retail incentives and the growing popularity of long-term financing had slowed the expansion of retail lease portfolios of the financial arms for the Big Three automakers.

The current state-of-the-market has begun to improve, though not to the point it was in 1985. Many indications show that affordable prices are attracting more and more consumers to retail leasing. Of the estimated 10.27 million new-car sales in 1987, 16 percent, or 1.715 million units, were leased. That 16 percent was divided into approximately nine percent fleet leasing and seven percent retail leasing.

During the last two to three years, there has been a tremendous build-up of competition in retail leasing. Numerous mergers and acquisitions have made the surviving leasing entities much stronger. According to Bill Nerenberg, executive director of the National Vehicle Leasing Association, more and more automobile dealers are beginning to pay closer attention to lease services. "What that shows is that the industry itself is on a maturation cycle," Nerenberg says, "and that's going to benefit customers because the lessors who survive are the better operators who take better care of their customers. Therefore, it solidifies the predictions for future expansion in the retail leasing market."

The National Vehicle Leasing Association's Executive Director Bill Nerenberg.

The American Automotive Leasing Association's Executive Director John Fitch.

Retail leasing has stirred up growing curiosity among consumers. This has been predicated mainly by the passage of the Tax Reform Act of 1986 and its gradual elimination of interest deductions for new- and used-car purchases. For 1988, a car purchaser was allowed to deduct 40 percent of the interest paid on an automobile. In 1989, that figure will drop to 20 percent; in 1990 only 10-percent deductions will be allowed, and 1991 will see the complete elimination of federal income tax benefits for financing a car.

Another attraction to retail leasing is the difference in monthly payments between financing and leasing a car, and the lower initial cost. John Fitch, executive director of the American Automotive Leasing Association, sees more attractive pricing structures as the real reason for the growing popularity of consumer leasing. "Economics is the big factor," Fitch claims. "No downpayment is required for leasing a car, only a security deposit which is normally the first month's payment. Consumers are interested in the monthly price it will take to get them behind the wheel of a car. With leasing, monthly payments are lower.

Factory Leasing Programs

The early part of this decade seemed to indicate that leasing would go onward and upward for the captive finance companies. After writing only 20,000 leases during 1981, Ford Motor Credit increased that figure to 200,000 for 1985. The dip began in 1986, and in 1987 Ford only wrote 120,000 leases. Chrysler Credit and GMAC experienced similar drop-offs, and blame was placed on rampant interest-rate incentives offered by makers and the popularity of long-term, 60-month loans.

The Big Three's portfolios of active retail leases are quite substantial, though. Through last October, as Figure 1 shows, GMAC had 483,000 leases outstanding; Ford Motor Credit's total was 420,000, and third-place Chrysler Credit showed 115,000.

GMAC is the industry leader and, while down from a staggering 305,000 leases written in model-year 1985, the projection for MY 1988 was 100,000 leases, up from a reported 80,000 in MY 1987. As Figure 2 on page 62 shows, both GMAC and Ford Motor Credit projected totals of 100,000 for 1988.

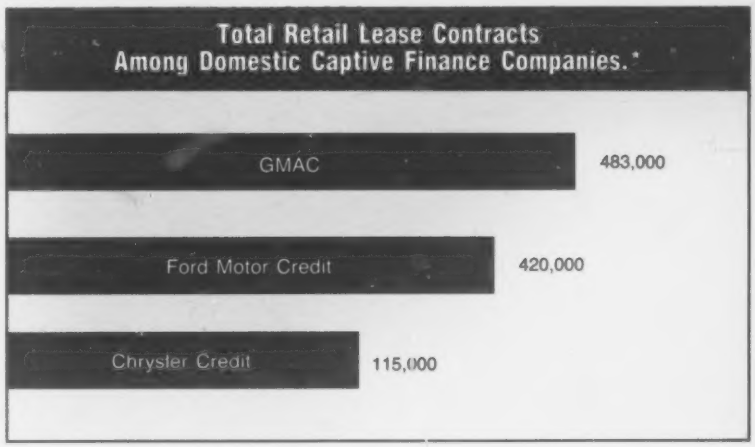

Figure 1

New Lease Programs

SmartLease, the low-rate consumer lease program introduced last September by GMAC, covers all new 1988 and 1989 GM models. It offers a streamlined lease agreement that provides a consumer with the

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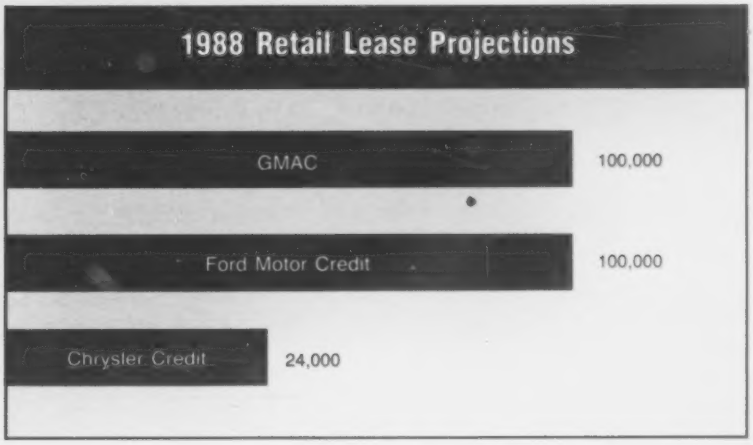

Figure 2

option of returning a car after a 48-month term or purchasing it for a price outlined in the agreement. Previous GMAC leasing programs have noted that the purchase price will be the current fair market value upon the lease's expiration date.

SmartLease also offered special incentives on select new 1989 GM vehicles through last Dec. 31. For instance, on a vehicle carrying a price tag of $15,000 and a fixed price of $5,000 to buy it at the end of the 48-month lease term, the monthly lease payment would be approximately $309. Yet, if the vehicle is among the selected models covered by one of the special incentives, the lease payment would be $282, a savings of about $27 each month or $1,296 over the term of the lease.

Comparing the same $15,000 vehicle purchased with a $3,000 downpayment on a 48-month loan at 11.75 percent, the monthly payment would be $315.

Assessing SmartLease, Nerenberg says that the promotional campaign it has received informs the average consumer that its leasing services are available at almost every GM dealer. "I think the timing is very good," Nerenberg continues. "It has already established an identity, and GM's sales figures will most likely show the program's effectiveness."

Both Red Carpet Leasing from Ford Motor Credit and Gold Key from Chrysler Credit are still strong programs, says Nerenberg, but GM's timing of the introduction of SmartLease came at a point when 1989 models were hitting dealers' lots, and is a departure from some of their previously-offered lease programs. GMAC will conduct ongoing training throughout the country for managers and sales staffs at GM dealerships to help increase the productivity of SmartLease.

In a statement released coinciding with the introduction of SmartLease, GMAC Chairman Jack Edman stated that the new program resulted from mutual efforts between GMAC and the GM divisions. The early goal was to market a plan to help consumers lease new GM vehicles and increase market share in the growing consumer leasing business. Edman stated that GMAC expects consumer leasing to rise in the next 10 years because it requires low initial cost and offers the option of keeping or returning the vehicle.

According to Fred Winkler, Jr., director of direct leasing for GMAC, SmartLease is living up to its initial expectations. "It's going along pretty well," he says. "Dealers are really emphasizing the program in their advertising and, from the consumer's standpoint, the lease document itself is favorable—no penalties whatsoever. We're pleased so far." Winkler also commented that last November alone, the second full month of the program, produced 11,253 leases.

While SmartLease is aimed at the entire retail market, another new retail lease program, Small Business FleetPlan from American Express and GE Capital Corp., is aimed at a very select group of American Express Corporate Cardholders. The joint venture enables small businesses to lease vehicles at fleet-based prices, even if only one car is leased. The plan provides savings of up to 20 percent on monthly retail lease payments.

Members simply call a telemarketing number and are given monthly lease quotations based on dealer prices or the factory-order option for a variety of domestic and import makes and models. Initial estimates at last June's announcement of Small Business FleetPlan called for units leased to be in the multi-thousands.

Although 48-month leases are the status quo in today's market, GMAC and Ford Motor Credit also promote shorter terms. Shorter leases expedite the computation of residual values of cars when determining monthly payments. Also, according to Winkler, manufacturers see short-term leases bringing repeat customers. "Developing a long-term relationship with the customer begins with the initial lease."

The outlook for retail leasing in the next two to three years appears promising, according to industry insiders. Nerenberg estimates that a steady upward climb is on the horizon for the marketplace, "at least 10 percent a year over the next few years," he says. "As the interest deduction phases out, more people will become aware of the opportunities present in leasing. They will see that the playing field between leasing and buying is level-

ing out, in terms of cost, and I suspect the market will grow in a very continuous manner."

Fitch, too, feels that consumer leasing will grow as time progresses and economic conditions remain stable, but warns that widespread unethical behavior by private individual leasing brokers may cause state governments to bring regulation to an as-of-yet deregulated industry. "Regulation will boost costs and also give the impression that it's really a necessity when it isn't," he says. "Now that consumers have a better overall understanding of leasing—they feel comfortable with the finer details—regulation would originate as a result of the acts of a small group of individuals and not the industry as whole." AF

Banks in Retail Leasing

The 30 largest financial institutions involved in vehicle leasing continue to increase the size of their retail lease portfolios, with 1987's combined total reaching 626,977 (See Figure 3).

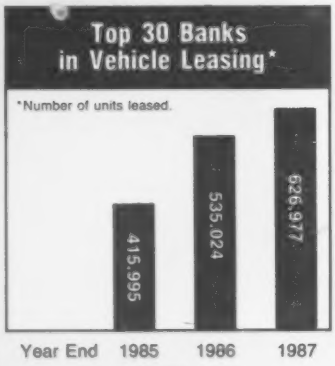

Figure 3

This growth comes as the capitalized cost of leasing a vehicle rises. In fact, since 1983, the capital cost of an average lease has risen dramatically. So says the Consumer Bankers Association's 1987 Auto Leasing and Financing survey.

According to the survey, the capital cost of an average lease in 1983 was $12,630 (see Figure 4). By the end of 1987, it had risen to $18,808. The average loss provision in 1984 was .85 percent of average outstanding leases. The survey showed it had risen to 1.3 percent in 1987.

According to Dr. Timothy Hinkin of the University of Virginia's Center for Financial Services Studies, who performed the survey for the CBA, the results suggest that financial institutions generally are establishing larger loss provisions as well as incurring larger actual losses.

The survey also revealed that closed-end leases outnumber open-end leases 80 percent to 20 percent. Marine Midland Automotive Financial Corp., a subsidiary of Marine Midland Bank, has limited its lease services to only closed-end leases. "We're not comfortable with the text of open-end leases," says Michael Liviere, group executive of auto operations for Midland, the largest bank in vehicle leasing. "With the purchase option in a closed-end lease, the consumer has the best of both worlds. A closed-end lease has no risk for the dealer or the customer."

Marine Midland's current lease portfolio holds 150,000 leases. For CY 1988, Liviere says leases were in the 65,000 to 70,000 range. "There was a drop-off of 30-40 percent the last few months of the year," he says, "so we're taking a more conservative approach to how we set our residual values."

Rising Capital Costs of Retail Leases

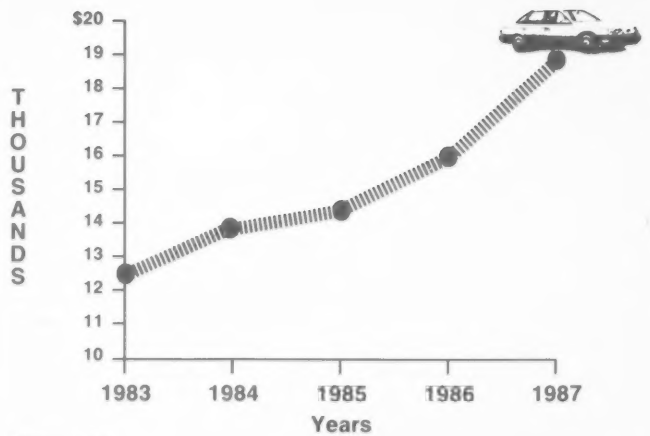

Figure 4

USED CARS

The following are average used-car prices for the period ending November 30, 1988. Prices are based on wholesale activity at major dealers across the country. They are divided into three zones as indicated on the accompanying map. These averages are calculated electronically in IBM machines. They are based on clean cars only. Proper allowance should be made for upgrading sharp cars and proper deduction taken for fair cars. Automatic transmissions have been included in the averages of all models. This information is published in *Automotive Fleet* by special permission of Automotive Market Report.

Model	AVERAGE AUCTION PRICE Zone 1	Zone 2	Zone 3
87 BUICK SKYHAWK			
Cust Coupe	5743	5801	5628
Cust Sdn	5830	5888	5714
87 BUICK CENTURY			
Cust Sdn	7485	7560	7335
86 BUICK CENTURY			
Cust Sdn	5987	6049	5868
87 BUICK SKYLARK			
Cust Sdn	7318	7390	7172
86 BUICK SKYLARK			
Cust Sdn	6011	6071	5891
87 BUICK SOMERSET REGAL			
Coupe	7318	7390	7172
87 BUICK RIVIERA			
Coupe	11020	11130	10799
86 BUICK RIVIERA			
Coupe	9562	9658	9370
87 BUICK LE SABRE			
Cust Sdn	9205	9297	9021
87 CADILLAC DE VILLE			
Cpe	14,041	14,181	13,760
Sdn	14,215	14,357	13,931
86 CADILLAC DE VILLE			
Cpe	11,256	11,370	11,032
Sdn	11,403	11,518	11,176
87 CADILLAC SEVILLE			
Sdn	15,574	15,730	15,263
86 CADILLAC SEVILLE			
Sdn	14,030	14,170	13,749
87 CHEVY CAMARO			
Cpe	7550	7625	7398
86 CHEVY CAMARO			
Cpe	6460	6525	6331
87 CHEVY CAVALIER			
Sdn	5399	5453	5290
86 CHEVY CAVALIER			
Sdn	4374	4417	4286
87 CHEVY CELEBRITY			
Sdn	6840	6908	6702
86 CHEVY CELEBRITY			
Sdn	5378	5431	5271
87 CHEVY CAPRICE			
Sdn	7632	7707	7479
87 CHEVY CORSICA			
Sdn	6731	6798	6598
87 CHEVY BERETTA			
Cpe	7253	7325	7107
87 CHRYSLER LE BARON			
Sdn	6642	6708	6509
86 CHRYSLER LE BARON			
Cpe	5350	5403	5243
Sdn	5403	5458	5296
87 CHRYSLER FIFTH AVENUE			
Sdn	10,135	10,235	9932
86 CHRYSLER FIFTH AVENUE			
Sdn	8402	8485	8235
87 DODGE OMNI AMERICA			
Htchbk 5 Dr	4410	4454	4322
86 DODGE OMNI			
Htchbk 4 Dr	3372	3404	3304
87 DODGE ARIES			
Sdn	5402	5456	5293
86 DODGE ARIES			
Sdn	4420	4263	4135
87 DODGE DIPLOMAT			
Sln Sdn	6127	6188	6004
86 DODGE DIPLOMAT			
Sln Sdn	4949	4999	4850
87 DODGE 600			
Sdn	6302	6364	6175
86 DODGE 600			
Sdn	5158	5210	5054
87 FORD ESCORT			
Htchbk 4 Dr GL Series	4804	4852	4707
86 FORD ESCORT			
Htchbk 4 Dr L Series	3539	3575	3468
87 FORD MUSTANG			
LX-4 Cpe	6405	6469	6277
86 FORD MUSTANG			
LX-4 Cpe	5147	5199	5045
87 FORD TAURUS			
GL Sdn 4 Dr	7943	8022	7782
87 FORD TEMPO			
GL Sdn 4 Dr	5656	5714	5542
86 FORD TEMPO			
GL Sdn 4 Dr	4482	4526	4391
86 FORD LTD			
Sdn	4603	4650	4511
87 FORD CROWN VIC			
Sdn	9722	9819	9528
86 FORD CROWN VIC			
Sdn	8064	8144	7901
87 FORD THUNDERBIRD			
Cpe	8610	8695	8438
86 FORD THUNDERBIRD			
Cpe	6913	6982	6775
87 LINCOLN CONTINENTAL			
Sdn	15,905	16,064	15,586
Town Car Sdn	14,463	14,608	14,174
Mark VII Cpe	15,604	15,760	15,292
86 LINCOLN CONTINENTAL			
Sdn	13,256	13,388	12,990
Town Car Sdn	12,141	12,263	11,899
Mark VII Cpe	13,000	13,130	12,740
87 MERCURY COUGAR			
Cpe LS	9043	9133	8862
86 MERCURY COUGAR			
Cpe LS	7690	7767	7535
87 MERCURY TOPAZ			
GS Sdn 4 Dr	5694	5750	5580
86 MERCURY TOPAZ			
GS Sdn 4 Dr	4553	4599	4462
86 MERCURY MARQUIS			
Sdn	4689	4736	4596
87 MERCURY GRAND MARQUIS			
Sdn	10,278	10,381	10,071
86 MERCURY GRAND MARQUIS			
87 NISSAN SENTRA			
Sedan 2 Dr	4494	4539	4404
87 NISSAN STANZA			
E Ntch 4 Dr	7055	7126	6914
87 NISSAN MAXIMA			
SE Sedan	10,677	10,784	10,463
86 NISSAN SENTRA			
Std Sedan 2 Dr	3419	3453	3351
86 NISSAN STANZA			
GL Ntch 4 Dr	5848	5906	5731
86 NISSAN MAXIMA			
SE Sedan	9052	9143	8871
87 OLDS FIRENZA			
Sedan	5830	5888	5714
86 OLDS FIRENZA			
Sedan	4723	4769	4629
87 OLDS CIERA			
S Coupe	7467	7541	7317
Sedan	7553	7628	7402
86 OLDS CIERA			
LS Coupe	5847	5906	5730
LS Sedan	5918	5977	5801
87 OLDS CALAIS			
Sedan	7311	7384	7165
87 OLDS CUTLASS SUPREME			
Coupe	8331	8415	8165
Sedan	8331	8415	8165
86 OLDS CUTLASS SUPREME			
Coupe	6617	6683	6485
Sedan	6450	6515	6321
87 OLDS 98			
Regency Sedan	10,858	10,967	10,642
86 OLDS 98			
Rgcy Sedan	8846	8934	8669
87 PLYMOUTH HORIZON			
Htchbk 5 Dr	4380	4424	4294
86 PLYMOUTH HORIZON			
Htchbk 4 Dr	3366	3398	3298
87 PLYMOUTH RELIANT			
Sedan	5407	5462	5299
86 PLYMOUTH RELIANT			
Sedan	4203	4244	4118
87 PLYMOUTH CARAVELLE			
SE Sedan	6238	6300	6112
87 PLYMOUTH GRAN FURY			
Salon Sedan	6120	6182	5997
86 PLYMOUTH GRAN FURY			
Salon Sedan	4981	5030	4882
87 PONTIAC SUNBIRD			
SE Coupe	5668	5725	5554
Sedan	5582	5637	5471
86 PONTIAC SUNBIRD			
SE Coupe	4673	4719	4579
Sedan	4634	4681	4541
87 PONTIAC 6000			
Coupe	7093	7164	6952
Sedan	7177	7248	7033
86 PONTIAC 6000			
Coupe	5582	5638	5471
Sedan	5647	5705	5536
87 PONTIAC GRAND AM			
Sedan	7522	7597	7372
87 PONTIAC FIREBIRD			
Coupe	7632	7707	7479
86 PONTIAC FIREBIRD			
Coupe	6541	6605	6410
87 PONTIAC BONNEVILLE			
Sedan	9312	9407	9126
86 PONTIAC BONNEVILLE			
Sedan	6223	6286	6099
87 PONTIAC GRAND PRIX			
Coupe	8352	8437	8184
86 PONTIAC GRAND PRIX			
Coupe	6716	6784	6582
87 TOYOTA COROLLA			
Sedan 4 Dr Deluxe	6234	6296	6109
87 TOYOTA CAMRY			
Sedan 4 Dr Deluxe	9133	9224	8950
87 TOYOTA CRESSIDA			
Lux Sedan	13,338	13,471	13,701
86 TOYOTA COROLLA			
Sedan 4 Dr Deluxe	5176	5228	5072
86 TOYOTA CAMRY			
Sedan 4 Dr Deluxe	6963	7033	6824
86 TOYOTA CRESSIDA			
Lux Sedan	10,423	10,527	10,215
87 VOLKSWAGEN JETTA			
Sedan 4 Dr	7197	7269	7053
86 VOLKSWAGEN JETTA			
Sedan 4 Dr	6281	6344	6155

CALENDAR

JANUARY

25-28—Rent-A-Wreck Convention, Bally's Hotel, Las Vegas, NV. Information: (213) 208-7712.

28-31—National Automobile Dealers Association Annual Convention, New Orleans, LA. Information: (703) 749-4700.

FEBRUARY

7—National Association of Fleet Administrators, Fleet Fair, Ramada Renaissance Hotel, Long Beach, CA. Information: (818) 449-5734.

10-13—National Independent Automobile Dealers Association, Annual Convention & Trade Show, San Diego Marriott, San Diego, CA. Information: (214) 556-0044.

12-16—Budget Rent-A-Car Convention, Marriott Harbor Beach Hotel, Ft. Lauderdale, FL. Information: (312) 580-5000.

14-16—National Association of Fleet Administrators, Fleet Seminars, The Red Lion, Salt Lake City, UT. Information: (201) 494-8100.

26-Mar.1—American Automotive Leasing Association Convention, La Costa Spa & Club, La Costa, CA. Information: (202) 223-2600.

MARCH

2-5—Truck Renting and Leasing Association, Annual Convention, Ritz-Carlton Hotel, Naples, FL. Information: (202) 775-4859.

5-8—Consumer Bankers Association, Automobile Finance Conference, Hyatt Regency Westshore, Tampa, FL. Information: (703) 276-1750.

29-31—Fourteenth International Mobile Communications Expo, Las Vegas Convention Center, Las Vegas, NV. Information: (303) 220-0600.

AD INDEX

AC Spark Plug 3
Advanced Driver Tr Srvs. 84
Ted Arendale Ford, Inc. 89
ARI 31
Automotive Fleet 20
Auto Driveaway Co. 88
Beaudry Ford 63
Billy K. Chevrolet 64
Biggers Chevrolet 97
Ken Brown Leasing 90
Browning Automotive Group 37
Walker Buerge Motor Car Company 17
Cadillac ..... IFC, 1
California Fleet Specialists 85
Chevrolet Car 6,7
Chicago Dealers 19
Chrysler Motors Corp. 22, 23
Delco Electronics 45
Delco Products 4, 5
Elmhurst C-P 95
Faul Fleet Group 61
Ford Car 56, 57
Ford Parts & Service 27
GE Auto Auctions 24
Greater Los Angeles Dealers 82
Inland Motors 64
Jiffy Lube 12
Johnny's C-P 87
Leaseway P.R. 58
Leasing Associates/Allstate 77
Lincoln-Mercury 28, 29
Longo Toyota 39
Jim Lupient Enterprises 73
Magarity Chevrolet 86
Mazda 67
McCullagh Leasing 54, 55
National Safety Council 35
Nissan 33
Nissan Diesel America, Inc. 79
Northern California Dealers 71
Oldsmobile 49, 50, 51, 52
PH&H FleetAmerica 68, 69
Al Piemonte Ford, Inc. 93
Polkowitz Cadillac/Buick 60
Pontiac ..... BC
Rental Concepts 18
Rocky Mountain Dealers 74
Roto Lincoln/Mercury 65
Sloane Automotive Group 89
Southern California Dealers 15
Sovran Leasing Corp. 80
Stillman Fleet Group 88
Subaru of America 47
Sun Art Decals, Inc. 87
Tolkan Pontiac 14
Transnational Leasing 16
Universal Ford 87
U.S. Fleet Leasing 8
Volkswagen 43
Wilkie Enterprises 42

GAS PRICES

UNLEADED

City	Cost Per Gallon Unleaded Full-Serve	Self-Serve
Juneau, AK	149.9¢	134.4¢
Kingman, AZ	147.2	116.4
Santa Ana, CA	147.9	87.4
Pueblo, CO	123.9	94.9
New London, CT	109.9	107.9
Washington, DC	139.8	101.2
Jacksonville, FL	135.9	89.9
Topeka, KS	112.9	85.9
Springfield, MO	111.4	81.9
Gulfport, MS	123.9	94.6
Greensboro, NC	114.6	92.4
Albany, NY	123.4	95.4
Canton, OH	136.9	85.9
Tulsa, OK	102.2	87.4
Memphis, TN	120.2	87.6

Survey conducted during the first five working days of December 1988.
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february 1989

automotive FLEET

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FEBRUARY 1989
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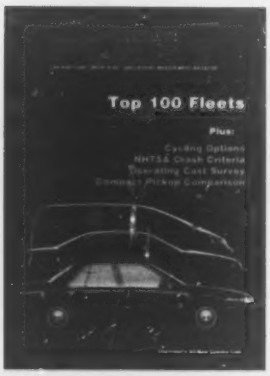
Influencing the management of 4,720,000 cars and 2,000,000 light trucks and vans in business, leasing, rental, utility, government, police and taxi fleets.

p. 41

p. 80



On the cover: In the foreground is the Lumina Sedan with the Lumina Coupe and Lumina APV silhouetted in the background.

Features

25 **The 1990 Chevrolet Lumina and Lumina APV**
Annually, full production could total 200,000.

28 **A Focus on Fleet Recycling**
Whether short or long, cycling periods vary from fleet to fleet.

36 **A New Concept In Fleet Maintenance**
ARI's Coverall SST guarantees to fix operating expenses.

41 **Why Fleets Don't Use NHTSA's Crash Data**
Also, NHTSA's Steed addresses this issue in an open letter.

51 **Top 100**
The 10th annual listing of the largest U.S. business fleets.

71 **NAFA's 1988 Operating Expense Survey**
For the first time, expenses are broken out by vehicle type.

Truck Section

80 **Comparing Compact Pickups**
Nearly a dozen makes are battling for this share of the market.

Departments

Letters	11	Used-Car Prices	98
Industry News	14	New Products	100
Hotline	23	Classified	102
Light Truck/Van News	89	Gas Prices	103
Retail Leasing	90	Calendar	103
Personnel Personals	91	Ad Index	103
Fleet Leasing	93	Editorial	104
Rental	93		

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STATISTICS

The 10th Annual Top 100

This year, 14 fleets have joined the ranks of the nation's Top 100 fleets. Also, several former Top 100 fleets, as a result of decentralization, have fallen out of this select listing.

The new fleets entering the Top 100 are: ADT Security Systems, American Greetings, Baxter Healthcare, Borden, Bristol-Myers, Campbell-Taggart, E.I. DuPont de Nemours Co., Electronic Data Systems, McKesson, NCR, Norfolk Southern Railroad, Quality Bakers America, Service Corp. International, and Stroehmann Bakeries.

Other fleets, such as Arco, Pepsi, and United Technologies, have been cut from the Top 100 as a result of decentralizing their fleet operations.

In order to qualify for the Top 100, a fleet must be part of a business/corporate entity that has centralized automotive control. Companies operating driver reimbursement programs for employee-owned vehicles are not listed. A prominent example is IBM.

Fleet size is verified by the *Automotive Fleet* Research Department either by phone or mail inquiry. Counted as part of a fleet's total vehicles are company-controlled cars and light trucks and vans under 14,000 GVW. Not counted are lift trucks, trailers, or trucks larger than class 3. Approximately 150 large-fleet companies are selected from *AF's* circulation list to be recipients of the Top 100 survey questionnaire. In addition to fleet size, the survey's are used to determine whether a fleet is company-owned or fully- or partially-leased.

REPRINTS OF TOP 100

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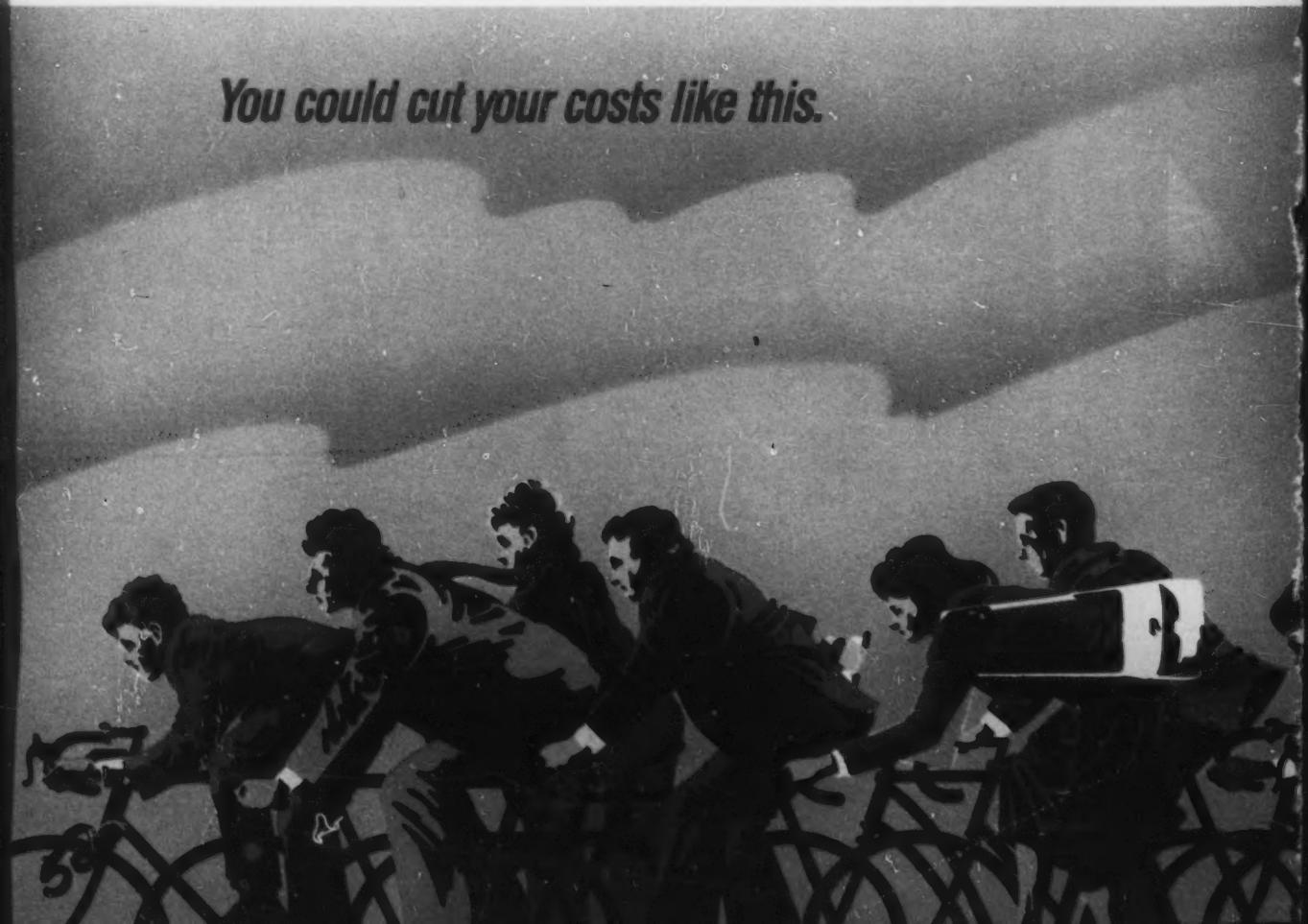

AUTOMOTIVE FLEET's TOP 100

Alphabetical Cross Reference

Company Name	Rank
Abbott Labs	75
ADT Security Systems	43
Aetna Life & Casualty	36
Amoco Corp.	31
ARA Services	11
Ashland Oil, Inc.	14
Avon Products, Inc.	92
Bank of America	95
Baxter Healthcare Corp.	81
Borden, Inc.	21
Bristol-Myers	76
Brown Williamson	90
Burlington Northern RR	48
Campbell Taggart, Inc.	22
Canteen Co.	35
CIGNA Corp	72
Continental Baking Co.	8
Continental Insurance	74
Control Data Corp.	84
Cox Enterprises, Inc.	49
Crawford & Co.	55
CSX Transportation	27
Diebold, Inc.	64
Digital Equipment	6
Dow Chemical USA	30
Eastman Kodak	10
ECOLAB, Inc.	60
Electronic Data Systems	92
Eli Lilly Co.	80
Emery & Purolator	17
Exxon Co. USA	24
E.I. duPont & Co.	28
Farmers Group, Inc.	59
Federal Express Corp.	1
FMC Corp.	85
Frito Lay, Inc.	5
GAB Business Services	98
General Electric, Maj. Apl.	37
General Foods	66
General Mills	96
Goodyear Tire & Rubber	23
Greyhound Corp.	58
Gulf & Western, Inc.	78
Hallmark Cards, Inc.	100
Hartford Insurance	70
Hewlett-Packard Co.	83
Hoechst Celanese Corp.	91
Hoffman LaRoche	50
Honeywell, Inc.	13
Ingersoll Rand Co.	87
Interstate Brands Corp.	20
Johnson Controls	56
Kessler Co.	71
Kraft	51
LDS Church	9
Liberty Mutual Ins. Co.	94
Marathon Oil Co.	57
McDonald's Corp.	62
McKesson Corp.	77
Merck & Co., Inc.	46
Minnesota Mining & Mfg.	16
Montgomery Ward	79
Motorola, Inc.	18
Nabisco Brands, USA	52
NCR Corp.	97
Norfolk Southern	44
Pfizer, Inc.	47
Philip Morris USA	33
Phillips Petroleum	45
Pony Express Courier Corp.	88
PPG Industries	73
Procter & Gamble Co.	38
Quality Bakers America	2
Revlon, Inc.	54
Rollins, Inc.	39
Sears, Roebuck and Co.	4
Service America Corp.	29
Service Corporation Int'l	69
Snaklde Corp.	53
Shell Oil Co.	19
Sherwin Williams	63
Smith Kline Corp.	42
State Farm Insurance	7
Stroehmann Bakeries	93
Teledyne, Inc.	53
Tenneco, Inc.	26
Transamerica Corp.	68
Travelers Companies	41
Tupperware	12
Union Carbide Corp.	32
Union Pacific Systems	25
Upjohn Co.	67
USF&G Insurance	89
USX Corp.	34
Van Pool Services	65
Westinghouse	15
Whitman Corp.	40
Wickes Companies, Inc.	99
WR Grace & Co.	61
Xerox	3

Note: Boldfaced companies are new to 1989's TOP 100 listing.

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CHRYSLER SERVICE CONTRACTS

We sell satisfaction.

STATISTICS

Top 100

'89 Rank	'88 Rank	Company & Headquarters	Fleet Contact(s)	Co. Owned	Lessor(s)	# Cars	#Trucks & Vans	Total
1	1	Federal Express Memphis, TN	Evelyn Holmes	X	Fleetmark, ARI		21,180	21,180
2	—	**Quality Bakers America** Greenwich, CT	David I. Armstrong	X	—	2,900	17,000	19,900
3	2	Xerox Corp. Rochester, NY	Ron Pink	—	LMV	9,960	4,461	14,421
4	3	Sears, Roebuck and Co. Chicago, IL	William Jones III	X	—	300	13,800	14,100
5	4	Frito-Lay Corp. Dallas, TX	Tom Smith Charles Loveless	X	—	830	11,500	12,330
6	6	Digital Equipment Maynard, MA	Rick Catino Ellen Finnerty Dave Rand	—	PH&H, GEC Fleet	10,251	1,061	11,312
7	10	State Farm Insurance Bloomington, IL	Thomas D. Sours	X	—	9,023	275	9,298
8	8	Continental Baking Co. St. Louis, MO	Paul J. Walsh J. L. Eber	X	—	406	8,762	9,168
9	9	Church of Jesus Christ of Latter Day Saints Salt Lake City, UT	Scott Thredgold Harry Jeffs Bob Clark	X	—	8,130	650	8,780
10	22	Eastman Kodak Rochester, NY	Marc Carney	X	PH&H	7,500	1,100	8,600

'89 Rank	'88 Rank	Company & Headquarters	Fleet Contact(s)	Co. Owned	Lessor(s)	# Cars	#Trucks & Vans	Total
11	12	ARA Services Philadelphia, PA	Ralph Jamic Kamran Partow	X	GEC Fleet	2,527	5,604	8,131
12	7	Tupperware Orlando, FL	Joe Fox Kathy King Stan Harris	X	GEC Fleet, Wheels	—	8,000	8,000
13	14	Honeywell, Inc. Minneapolis, MN	Connie Wesley	—	GEC Fleet, PH&H	4,650	2,780	7,430
14	15	Ashland Oil Ashland, KY	William D. Bloss	X	PH&H GEC Fleet	3,750	3,400	7,150
15	18	Westinghouse Electric Corp. Pittsburg, PA	Lou Dobak	X	PH&H, GEC Fleet, LMV	3,620	3,350	6,970
16	16	Minnesota Mining & Mfg. St. Paul, MN	Tim R. Hoffman	X	—	5,463	1,163	6,626
17	28	Emery Purolator Wilton, CT	J. B. Townley Ron Yavorka	—	Lend Lease	600	6,000	6,600
18	27	Motorola, Inc. Schaumburg, IL	Charles Kuebler	X	—	5,129	1,208	6,337
19	21	Shell Oil Co. Houston, TX	Lydia Foght	X	—	2,000	3,750	5,750
20	33	Interstate Brands Kansas City, MO	David Weisman Gary Pasche	X	—	90	5,229	5,319
21	—	Borden, Inc. Columbus, OH	Ron Cosey	X	—	1,800	3,500	5,300
22	—	Campbell Taggart, Inc. Dallas, TX	Ray Grzywinski	X	—	750	4,500	5,250
23	23	Goodyear Tire & Rubber Akron, OH	George Platis	X	PH&H	—	5,059	5,059

'89 Rank	'88 Rank	Company & Headquarters	Fleet Contact(s)	Co. Owned	Lessor(s)	# Cars	#Trucks & Vans	Total
24	24	Exxon Co. USA Houston, TX	John W. Dewees	X	—	2,000	3,000	5,000
25	26	Union Pacific Systems Omaha, NE	Jerry Covey	X	GEC Fleet	925	4,074	4,999
26	30	Tenneco, Inc. Houston, TX	J.R. "Jack" Gudelman	X	Fleet Services	1,900	3,000	4,900
27	17	CSX Transportation Jacksonville, FL	Jim Fronkoski Mark Gast	X	ARI, BankAmeri-lease, New Eng. Merchants	600	4,000	4,600
28	—	**E. I. duPont de Nemours & Co.** Wilmington, DE	Richard G. Prettyman	—	PH&H	3,020	1,543	4,563
29	20	Service America Corp. Stamford, CT	Wilbur O. Wachter	X	Wheels, PH&H	1,032	3,439	4,471
30	36	Dow Chemical USA Midland, MI	Tom Madden Sue Soper	—	McCullagh, Wheels	2,000	2,268	4,268
31	19	Amoco Corp. Chicago, IL	Richard Lynch	X	—	1,200	3,000	4,200
32	46	Philip Morris USA New York, NY	Gregory J. Tarring Janice Groele	—	PH&H, GEC Fleet	1,000	3,000	4,000
33	34	Union Carbide Corp. Danbury, CT	Fred Glawtzberg	X	Wheels	3,400	600	4,000
34	35	USX Corp. Pittsburgh, PA	Craig James	X	ARI, LMV, USFL	1,860	2,046	3,906
35	41	Canteen Company Chicago, IL	Mark Klein	X	—	944	2,860	3,854
36	32	Aetna Life & Casualty Hartford, CT	Martin F. Crean	X	PH&H	3,586	252	3,838

'89 Rank	'88 Rank	Company & Headquarters	Fleet Contact(s)	Co. Owned	Lessor(s)	# Cars	#Trucks & Vans	Total
37	37	General Electric Consumer Service Louisville, KY	Vic Miska	X	GEC Fleet	—	3,700	3,700
38	38	Procter & Gamble Co. Cincinnati, OH	Clarence O'Dell	X	—	3,700	—	3,700
39	29	Rollins, Inc. Atlanta, GA	Dave B. Leedy John Willis	—	B&M World Omni	595	3,103	3,698
40	31	Whitman Corp. (formerly IC Industries) Chicago, IL	E. P. Walsh	—	GEC Fleet	2,392	1,300	3,692
41	39	Travelers Companies Hartford, CT	Patrick Sweeney	—	PH&H	3,510	108	3,618
42	60	Smith Kline, Corp. Philadelphia, PA	William Hawey Susan Gallagher Steve Elison	—	Wheels	3,400	160	3,560
43	—	ADT Security Systems Parsippany, NJ	John Africano	X	GEC Fleet	953	2,547	3,500
44	—	Norfolk Southern Roanoke, VA	W. L. Goodman	X	—	800	2,500	3,300
45	40	Phillips Petroleum Bartlesville, OK	James R. Grillot Gary R. Herrington	X	—	630	2,584	3,214
46	62	Merck & Co. Rahway, NJ	Alma M. Cristauro	—	PH&H	3,045	163	3,208
47	53	Pfizer, Inc. New York, NY	Gordon B. West	—	Wheels, PH&H	2,680	515	3,195
48	42	Burlington Northern RR St. Paul, MN	John Long	X	—	650	2,500	3,150
49	45	Cox Enterprises, Inc. Atlanta, GA	Patsy Brownson	—	ARI, Wheels	530	2,550	3,080
50	47	Hoffman-LaRoche Nutley, NJ	John Smith	X	PH&H, Wheels	2,700	300	3,000

'89 Rank	'88 Rank	Company & Headquarters	Fleet Contact(s)	Co. Owned	Lessor(s)	# Cars	#Trucks & Vans	Total
51	25	Kraft, Inc. Glenview, IL	Bill Roberts	—	GEC Fleet	3,000	—	3,000
52	29	Nabisco Brands, Inc. Biscuit Division East Hanover, NJ	James F. O'Neill	—	PH&H	3,000	—	3,000
53	48	Teledyne, Inc. Los Angeles, CA	Robert Forsey	X	—	2,500	500	3,000
54	54	Revlon, Inc. Edison, NJ	Kathy Poppe	—	GEC Fleet	2,957	37	2,994
55	52	Crawford & Co. Atlanta, GA	Wanda Ellison	—	Calesco, B&M Equip	2,815	100	2,915
56	49	Johnson Controls, Inc. Milwaukee, WI	Bob Borchert	X	GEC Fleet, Southgate	661	2,240	2,901
57	50	Marathon Oil Co. Houston, TX	Lois A. Smith	X	PH&H, Wheels	750	2,150	2,900
58	51	Greyhound Corp. Phoenix, AZ	Susan D. Richard	—	PH&H	1,875	1,005	2,880
59	63	Farmers Insurance Grp. Los Angeles, CA	Gene Grembowski	—	F.I.G. Leasing (In-house)	2,668	42	2,710
60	57	Ecolab St. Paul, MN	Jerry Rodewald	X	GEC Fleet	1,700	1,000	2,700
61	59	WR Grace Co. New York, NY	J. W. Enterline	—	PH&H, USFL	1,405	1,290	2,695
62	64	McDonalds Corp. Oakbrook, IL	Susan (Stupak) Miller	X	PH&H, Enterprise	2,589	25	2,614
63	73	Sherwin Williams Co. Cleveland, OH	David Hall Dan Solar	—	McCullagh, GEC Fleet	1,440	1,163	2,603